MANITOBA
LIQUOR CONTROL COMMISSION

67th ANNUAL REPORT

FOR THE FISCAL YEAR APRIL 1, 1989 TO MARCH 31, 1990

91-01476/

LIQUOR CONTROL COMMISSION
OPERATIONAL PHILOSOPHY

The Manitoba Liquor Control Commission is responsible for the purchase, sale and control of beverage alcohol of high quality, throughout the province. It is committed to a socially responsible and businesslike approach in its external and internal dealings. As a government agency, the Commission is sensitive to the needs of all Manitobans. Essentially the Commission functions as an effective retailer of regulated products, always combining business effectiveness with a strong awareness of social responsibility.

As a consumer oriented organization, the Commission recognizes the need for cordial relations with consumers. This is achieved through the medium of well informed, helpful and courteous employees. Commission personnel are provided with appropriate training programs to improve their product knowledge aided by internal recognition and service awards. This ongoing process ensures a positive staff-customer relationship.

The Commission strives to support the objectives of the hospitality industry with a realistic enforcement of rules and regulations. It also takes an enlightened approach to innovative ideas.

Keeping the public well informed on all matters of interest including those matters required by law is an integral part of the Commission's approach to serving the citizens of Manitoba.

TABLE OF CONTENTS

Page

LETTER OF TRANSMITTAL 3

PRESIDENT'S REPORT 4

HUMAN RESOURCES 6

RETAIL OPERATIONS 6

PURCHASING 8

LICENSING 9

INTERNAL AUDIT 17

FINANCE 17

CHARTS 19

AUDITOR'S REPORT AND FINANCIAL STATEMENTS 22

APPENDICES 30

LIQUOR CONTROL COMMISSION

(As at March 31, 1990)

BOARD OF COMMISSIONERS

Chairman ..... Charles T. Birt, Q.C.
Vice Chair ..... L. Dianne Lambert
Commissioner ..... Joyce G. Buffie
Commissioner ..... Wesley N. Goodspeed
Commissioner ..... Sally J. Harrison

Ex Officio Member ..... William E. Emerson

LICENSING BOARD

Chairman ..... Edward T. Revel
Vice Chair ..... Susan M. Barnsley
Member ..... Linda G. Cameron
Member ..... Charles Clark
Member ..... George W. Lapp

Corporate Secretary ..... Irene A. Hamilton

EXECUTIVE OFFICERS

President & Chief Executive Officer ..... William E. Emerson
General Manager ..... Derek E. R. Smith
Vice President, Finance ..... Al B. Ahoff
Vice President, Licensing ..... Irene A. Hamilton
Vice President, Purchasing ..... Don V. Lussier
Director, Retail Operations ..... Fred J. Johnston
Director, Human Resources ..... Roman Zubach

Head Office and Warehouse

1555 Buffalo Place, Winnipeg

Postal Address — P.O. Box 1023, Winnipeg, Manitoba R3C 2X1

THE LIQUOR CONTROL COMMISSION ANNUAL REPORT

LETTER OF TRANSMITTAL

The Honourable James C. McCrae
Minister of Justice, Province of Manitoba
Legislative Building
Winnipeg, Manitoba
R3C 0V8

Dear Sir:

I have the honour to transmit herewith the Sixty-Seventh Annual Report of The Liquor Control Commission, covering the fiscal year ended March 31, 1990.

Respectfully submitted,

Charlie Birt

Charles T. Birt, Q.C.
Chairman

June 26, 1990

THE LIQUOR CONTROL COMMISSION ANNUAL REPORT

Mr. Charles T. Birt, Q.C.,
Chairman,
The Liquor Control Commission,
1555 Buffalo Place,
Winnipeg, Manitoba

Dear Sir:

I am pleased to provide the sixty-seventh annual report of the Liquor Control Commission covering the fiscal year ended March 31, 1990.

During the year, sales through Commission retail stores and to liquor vendors and licensees amounted to $361,408,982, a decrease of 1.6% from the previous year. Sales to licensees decreased 1.0%; sales to the public through liquor stores and liquor vendors decreased 2.2%. After inclusion of other income and deduction of operating and other expenses, net profit paid to the Minister of Finance decreased by 2.8% from $150,201,638 to $145,949,551 in fiscal 1990.

The decrease in operating income was 2.2%, with the difference from net income due to a $975,942 Environmental Protection Tax paid over to government during fiscal 1990. This tax was introduced on August 1, 1989.

The sales volume of spirits maintained its long term decline, decreasing 4.0% compared with the previous year. The Association of Canadian Distillers reports a national decrease in spirits sales volume of 2.2% in calendar 1989.

Wine (including coolers and ciders) declined in sales volume 4.8% in fiscal 1990. The Canadian Wine Institute reports a national decrease of 2.6% in calendar 1989.

Beer sales volume declined during our fiscal year by 6.4%. The Brewers' Association of Canada reported a national decrease of 1.9% during calendar 1989.

In terms of absolute alcohol, the per capita sales in Manitoba declined 6.1% to 6.2 litres from 6.6 litres. Since fiscal 1986, per capita sales of absolute alcohol have declined in the province by 16.2% from 7.4 to 6.2 litres.

The circumstances which have led to declining sales volumes have been common to all provinces. Significant declines in spirits began in 1981 with wine and beer volume declines being less severe and occurring more recently.

In addition to an aging population which tends to consume less beverage alcohol, principal reasons for diminishing sales have been changing lifestyles, health related concerns, a growing awareness of drinking/driving penalties, and increased importation by casual travellers, of lower priced liquor from the United States. The latter two elements have been particularly significant in Manitoba. In most parts of the country, including Manitoba, a softer economy has

been accompanied by reduced consumer spending on beverage alcohol.

Retail prices rose very modestly during the year. This was due to the Commission lowering its markups on spirits in August 1989 and March 1990. Retail prices on domestic beer were increased in March 1990, but again in this instance, the Commission reduced its markup by passing through the supplier increase with no markup on this increase being taken by the Commission.

The retail sales tax of 12% on imported beer was reduced to 7%, the same rate as that for domestic beer, effective August 1, 1989. At the same time, a 12% supplementary licence fee was eliminated. Both of these changes respect a 1988 ruling by The General Agreement on Tariffs and Trade which provided for comparable tax treatment for domestic and imported beer.

Two new liquor stores were opened during the year. The first, at Eaton Place in Winnipeg on October 25, 1989, and the second at St. Vital Square in Winnipeg on January 22, 1990. Two predecessor stores were closed, Main & Market and Dakota Park Plaza.

Recognizing growing world wide environmental concerns, the Commission initiated in June a comprehensive recycling program. Major licensee organizations cooperated immediately and enthusiastically, considerably supplementing a significant public response. During the eight months of recycling activity, over 600,000 lbs. of glass was recycled, in addition to considerable quantities of plastic beverage alcohol containers.

During the year five Commission employees retired. The valuable contribution made by all Commission employees throughout the year is gratefully acknowledged.

The Commission also wishes to acknowledge the valuable assistance of the R.C.M.P., the Cities of Winnipeg and Brandon police and all rural police forces and departments of Government in ensuring compliance with The Liquor Control Act, Regulations and Commission policies.

On September 13, 1989, Chairman G. W. J. (Gerry) Mercier was appointed to the Court of Queen's Bench. His dedicated service to the Commission has been invaluable and is deeply appreciated. Mr. Justice Mercier's successor, Mr. Charles T. Birt, Q.C., joined the Liquor Control Commission as Chairman on October 25, 1989.

My 10 1/2 year period as President of the Liquor Control Commission concludes on July 1, 1990. At that time I will become President of the Crown Corporations Council on a full time basis. I would like to take this opportunity to welcome our new General Manager, Derek E. R. Smith, who joined the Commission in 1989. I would also like to provide my personal thanks to the Board of Commissioners, the Licensing Board, and the employees of the Liquor Control Commission for their co-operation, support and involvement in effecting the advancement of the Commission's objectives over the years.

Operational highlights, the Auditor's Report, and the Commission's audited financial statements for the year with appropriate comparisons are provided in the balance of this report.

Respectfully submitted,

Wm. E. Emerson,
President &
Chief Executive Officer
June 26, 1990

HUMAN RESOURCES

The number of members of the Board of Commissioners, the Licensing Board and permanent employees of the Commission at March 31, 1990, compared with 1989 were as follows:

	1989	1990
Members of the Board of Commissioners	5	5
Members of the Licensing Board	5	5
Executive Officers	6	7
Head Office	112	113
Distribution Centre and Order Office	44	42
Maintenance and Carpentry	13	13
Liquor Stores	218	218
	403	403

Retirement and Long Service

During the fiscal year, 5 employees retired and presentations were made in recognition of many years of valued service at the annual Retirement and Long Service Dinner. Presentations were also made to employees who received long service awards.

Training and Development

During the fiscal year, the Human Resources Division through its Training Officer, provided 136 course offerings for 736 participants. These training courses covered a spectrum of topics which encompassed all levels including senior managers and store clerks. The emphasis was on management training and courteous, effective customer service.

Employee Relations

In May 1989 a new optional group term life insurance program was made available to full-time employees.

In October 1989 the second phase of the Commission's Pay Equity Program was implemented. Adjustments were made to 66 employees in 14 classifications.

During the year an employee guidebook was developed describing the Commission's activities and the important role of our employees in various divisions of the organization. Designed primarily for the information of new employees, it was distributed to all present employees and people closely associated with the Commission. The Commission's new corporate video was produced and became an integral communicative element at the Commission's public meetings.

RETAIL OPERATIONS

Sales Results

In fiscal 1990, total sales of all types of liquor to the public through Commission liquor stores and privately owned and operated liquor vendors, decreased 2.2% from $178,583,430 to $174,667,900.

Liquor Stores

At year end, there were 49 self-serve Commission liquor stores in Manitoba (Appendix I). Dollar sales through these stores totalled $144,928,991, a 2.2% decrease from fiscal 1989.

Liquor Vendors

At March 31, 1990 there were 175 liquor vendors authorized to sell liquor at retail in rural Manitoba (Appendix II). Sales by this group accounted for 8.2% of Commission liquor sales in fiscal 1990. Liquor vendor sales amounted to $32,460,096, a 1.7% decline from fiscal 1989. They earned discounts of $2,721,187 (averaging 8.3%) on aggregate sales of spirits, wine, coolers, ciders and imported beer.

During the year 2 new liquor vendors opened, 4 were re-opened, 17 changed ownership and 2 closed. Five liquor vendors converted to self-serve, bringing the total number of self-serve liquor vendors to 99 (57%).

The Commission discount to liquor vendors was increased on April 1, 1989 to 14% on the first $50,000 from 14% on the first $40,000 on purchases.

Store Development

The Rivers, Manitoba Liquor Mart was renovated and converted to self-serve in July 1989 offering a wider product assortment in a bright new atmosphere. The last remaining conventional liquor store, located in Fisher Branch, was replaced in January 1990 with a liquor vendor located in the town's new and only pharmacy.

A new concept Liquor Mart was opened in Eaton Place in October 1989. This well received 1,300 sq. ft. store carries 430 product lines plus 64 fine wines in its Wine Corner. The store is highlighted by the effective use of contemporary lighting and neon signage.

The predecessor store at Main and Market was closed during the summer of 1989.

A new 7,000 sq. ft. Liquor Mart was opened in January 1990 in the second phase of St. Vital Square, replacing a 7,500 sq. ft. store formerly located in the Dakota Park Plaza Shopping Centre. The new store features 160 fine wines in its attractive Wine Corner.

A major expansion and renovation of the city's busiest Liquor Mart, located in the Grant Park Plaza Shopping Centre, was completed in March 1990. The additional 3,500 square feet includes the store's showpiece, its Fine Wines Boutique, featuring 450 fine wines. The attractive atmosphere has been enticing many new "connoisseurs" to browse through the Boutique and chat with our knowledgeable staff.

Merchandising

An in-store wine sampling program was instituted in November. This innovative and popular program enabled customers to taste and discuss a 20 ml complimentary sample of a featured wine.

Cheque Cashing Courtesy Cards were introduced during 1989. This convenient card allows customers to pay for liquor purchases by personal cheque in any liquor store. Applications for this card are available at any liquor store in Manitoba.

The annual in-store product display program added interest and excitement to customer shopping. One highlight was the 5 month "Pandas in Person" display, paying tribute to the Chinese giant pandas' appearance at the Winnipeg Zoo.

A successful "Festival of German Wines" was held in May in all Liquor Marts and several liquor vendors. A "Festival of Canadian Wines" was held in October for the eighth consecutive year.

The annual "Beaujolais Nouveau" presentation in November 1989 witnessed nearly 10,000 bottles of this fresh, young, red wine purchased by Manitobans in only two days.

The Christmas gift program was most successful in 1989 with customers reacting favourably to the offering of spirits and wine gift packages, both imported and domestic.

Volume Sales

In fiscal 1990, spirits volume declined 4.0%; wine volume (including coolers and ciders) was down 4.8% while beer volume declined 6.4%. White wine sales declined by 2.0% and red wine sales decreased 3.9%; champagne and sparkling wine sales declined 10.0% while fortified wines increased 11.0%. Spirit coolers continued to grow, up 3.7% while wine coolers and ciders declined 25.5%.

A number of reasons probably contributed to the decline in volume: increasingly health-conscious consumers have become more moderate in their alcohol consumption; high retail pricing compared with U.S. prices served as a deterrent and stimulated a significant level of smuggling/bootlegging of American liquor; and finally there has been a significant increase in awareness and concern about drinking and driving, resulting in more moderate consumption.

Prices to Consumers

During the fiscal year, prices on spirits and wine were relatively stable, increasing approximately 3% on spirits and 2% on wine. Cooler prices were virtually unchanged. This stability in pricing was primarily due to the Commission lowering its markup on domestic spirits by 4% on both August 1, 1989 and on March 1, 1990.

Beer on the other hand increased nearly 7% in price even though the Commission passed through the brewers' price increase without markup on March 1, 1990.

During the year, one public price list, six trade price lists and an Affordable Wine Book were published. Once again, the public price list included a four-page wine article. The price list cover featured the City of Winnipeg at night.

Distribution and Inventory

Mirroring the decrease in sales, throughput for the Distribution Centre was down 3% to 2.9 million cases. Average inventory decreased 8% to approximately 205,000 cases, while inventory turnover increased 9% to 7.1 turns.

These and other efficiency improvements eliminated the need for rental of outside warehouse space in 1989. Major efficiencies introduced included staff rescheduling and the installation of new equipment.

During the year, the Touchtone Order Placement System (TOPS) continued to grow in utilization by licensees. Users of the system doubled in number over the year. To further enhance this service, a toll-free number for rural customers was provided effective March 1, 1990.

Products

As part of our continuing effort to appropriately market interesting products to Manitobans, the 4th Annual Winnipeg International Wine Festival was held, sampling 137 products to 2,700 people in attendance.

As part of the Commission's provision of timely and useful product information to our customers, three wine information newspaper articles were written and published by rural newspapers. Six newsletter mailings were provided to our mailing list of Manitobans interested in fine wines.

Five Wine Servers Training Seminars were held during the year, with 61 participants from 48 licensed establishments graduating from the four-day course.

In early 1990, a new two-hour Wine Workshop for licensees was introduced. This new wine training program is a supplement to the more comprehensive

four-day Wine Servers Training Seminar. Under this program the Commission sends its wine experts into the field to specific licensed establishments to conduct on-the-spot training sessions.

The Commission's Internal Wine Panel underwent a Sensory Evaluation Course to select members with the most consistent and verifiable organoleptic abilities. The thirteen members selected now form the Grading Panel, which held 14 product selection tasting sessions covering 229 wines.

The MLCC External Wine Panel met 11 times during the year and reviewed 220 wines. Both panels played a significant role in providing the best wines available to Manitoba from 34 countries around the world.

Commission employees were provided with three Basic Wine and Spirit Courses. Additionally, a bi-monthly information circular and product quiz was introduced to all retail store employees.

During the year, there was a net decrease in the number of items listed. This change reflects overall declining consumption and shows a shift in consumer preference to fine wines and other premium products.

	1989	1990
Spirits	599	575
Wines	550	502
Coolers and Ciders	51	49
Beers	111	117
Specialty Wines	446	483
Total	1,757	1,726

Recycling

During the year, realizing the growing worldwide concern for the environment, a program to collect and recycle non-refundable beverage alcohol containers was initiated. Beginning in June 1989 these containers, principally glass and plastic bottles for spirits, wine and coolers, were collected (on a fee-for-service basis) by the non-profit organization, Manitoba Soft Drink Recycling Inc.

MSDR's success is based largely on its involvement with hundreds of non-profit and community groups. As well, the principal trade associations representing hotels, restaurants, cabarets and private clubs have participated enthusiastically in this important Commission activity.

In its first part-year of operation the Commission's recycling program succeeded in recycling over 600,000 pounds of glass and considerable quantities of plastic beverage alcohol containers.

At the Liquor Commission Distribution Centre, all aluminum, glass and PET containers from warehouse breakages and product testing are accumulated and recycled through MSDR.

LICENSING

During fiscal 1990, the Inspection Department was decentralized by establishing two offices north of the 53rd parallel. The Thompson office is staffed by a resident senior inspector responsible for Northern Manitoba. An inspector was also located in The Pas and given responsibility for The Pas-Flin Flon District.

In April 1989, each licensee received a

revised Liquor Control Act, a copy of all current regulations to The Act, and an updated Licensee Field Manual.

Nine occasional permit seminars were held in Thompson, Brandon, Virden, Lundar, Stonewall, Ste. Anne, Roblin, Swan River and Fisher Branch.

A handy pocket-size booklet entitled "Everything You Need to Know About the Responsible Sale and Service of Alcoholic Beverages" was made available to licensees and their employees in April 1989. This booklet is also used extensively by inspectors and licensing advisors discussing licensee and server responsibilities.

On April 1, 1989, a new policy came into effect requiring that applicants for licences for previously unlicensed premises post a notice advising the public of the application. In March 1990, this policy was extended to include applications for all new patio areas.

In August, the regulation on occasional permits was amended to make banquet hall owners jointly responsible with occasional permittees to ensure functions are conducted in accordance with The Act and regulation.

The number of occasional permits issued in this fiscal year declined 2.4% to 23,067 from 23,639. The decline in additional fees for sale permits of 7.7% is reflective of the overall decline in sales by the Commission. Significantly responsible for the decline are the changing social attitudes toward drinking and driving and the tough new drinking and driving legislation enacted in Manitoba on November 1, 1989.

AMENDMENTS TO THE LIQUOR CONTROL ACT

On March 15, 1990, The Statute Law Amendment Act was passed to correct errors made in the re-enactment process. The amendment reinstated a section which provides for fines to be paid to municipalities.

A number of regulations were repealed and amended replacement regulations registered.

Manitoba Regulation 178/89 was filed August 1, 1989, deleting the 12% supplementary licence fee payable on imported beer.

Manitoba Regulation 223/89 was filed August 22, 1989, which requires that owners of halls where occasional permit functions are held are to ensure compliance with The Act and regulations during the function. The amendment also gives the Commission power to impose conditions upon the owner to ensure compliance.

Manitoba Regulation 294/89 came into force February 1, 1990, to define rubbing alcohol and restrict its sale to pharmacies and by licensed pharmacists.

LIQUOR REFERENDA

Two municipalities presented a by-law to their electors for approval of the issuance of new classes of licences within their municipality.

The results were:

- The Rural Municipality of North Cypress approved a by-law allowing dining room, beverage room, cocktail lounge and cabaret licences to be issued.
- The Rural Municipality of Morton defeated a by-law to allow a sports facility licence to be issued.

LICENSING BOARD

During fiscal 1990, the Licensing Board held thirteen regular public meetings and one annual public meeting.

Licence applications considered by the Board during the year included:

- 42 applications related to conversion to other types of licences and to the extension of licensed areas;
- 134 applications related to premises not previously licensed;
- 70 applications related to the purchase of existing hotels or restaurants;
- 30 applications dealt with changes in ownership of shares of a corporation operating licensed premises.

Also considered were:

- 14 applications related to obtaining an additional licence;
- 25 applications related to various miscellaneous licensing matters.

Licences

Licence changes during the year are listed below as at March 31st:

Licence	No. in Effect 1989	Issued New	Not Renewed or Terminated	No. in Effect 1990
Hotel Registration	329	13	11	331
Retail - Beer Vendor	301	11	9	303
- Brewer's Retail	2	Nil	Nil	2
- Sacramental Wine	6	Nil	2	4
Beverage Room	297	12	11	298
Dining Room	911	108	89	930
Transportation	13	1	1	13
Cocktail Lounge	289	41	27	303
Cabaret	20	2	3	19
Spectator Activities	17	1	Nil	18
Private Club	195	9	5	199
Military Canteen	47	1	Nil	48
Sports Facility	34	11	2	43
Manufacturer's	54	Nil	3	51
Totals	2,515	210	163	2,562

Four new hotels were constructed and nine hotels were re-opened.

Number of Establishments Licensed for On-Premises Consumption as at March 31, 1990:
(these figures result from the net of new openings and closings)

	1989	1990
* Hotels	328	330
Private Clubs	195	199
Military Canteens	47	48
* Restaurants	568	586
Cabarets	16	15
Transportation Companies	13	13
Nursing Homes	19	19
* Spectator Activities	17	18
Sports Facilities	34	43
	1,237	1,271

* May hold more than one class of licence.

Administration of Occasional Permits

Occasional permits were issued as follows this year compared with last:

	1989		1990	
Occasional permits (non-sale of liquor)	7,538		7,472	
Occasional permits (sale of liquor)	16,101		15,595	
	23,639		23,067	
Occasional permits - Winnipeg	12,040	(51%)	11,574	(50%)
Occasional permits - balance of province	11,599	(49%)	11,493	(50%)
	23,639		23,067	
Application for occasional permits withdrawn	671		564	
Application for occasional permits disapproved	44		64	

Disciplinary Action

The Licensing Board held 30 disciplinary hearings under The Liquor Control Act.

The Board of Commissioners held 7 appeal hearings during the year.

Overall, disciplinary action in this fiscal year, compared with 1989 is:

	1989	1990
Licensees		
Warning Letters	42	27
Disciplinary Hearings	35	30
Appeal Hearings	10	7
Suspensions	25	22
Total Days Suspended	50	307
Other Action:		
- One Hour Reduction of Licence for One Day	1	0
Permittees		
Suspension of Privileges	31	21
Warnings	14	23
Hall Owners		
Suspension of Privileges	12	4
Warnings	14	19

Licensed Food & Beverage Establishments

In fiscal 1990, investment in new hotels and restaurants was $34.5 million compared with $9.7 million in the year preceding.

Hotels

Over the past five years, 13 new hotels (4 replacing existing hotels), have been constructed in the province at a total investment of $63.4 million.

Approximately $22.3 million has also been spent on refurbishing existing licensed hotels. There were 331 hotels in the province at the end of the fiscal year. The growth in additional services and accommodation over the past five years is as follows:

Fiscal Year	No. of New Hotels	No. of New Guest Rooms	No. of New Banquet Rooms	No. of New Licensed Dining Areas	No. of New Cocktail Lounges	No. of New Beverage Rooms	Total Investment Construction & Furnishings ($000)
1986	4	322	9 (661)	4 (418)	3 (208)	1 (69)	30,100
1987	2	63	1 (112)	2 (214)	2 (89)	Nil	900
1988	2	57	2 (444)	2 (436)	Nil	2 (388)	10,390
1989	1	5	Nil	1 (37)	Nil	1 (60)	500
1990	4	179	4 (424)	4 (162)	1 (62)	3 (451)	21,500

Figures in parentheses ( ) show total seating capacities.

Restaurants and Cabarets

During the past five years, $51.8 million was invested in 294 new restaurants, cocktail lounges and 10 new cabarets. In addition, $12.9 million was invested in refurbishing licensed restaurants.

There were 586 licensed restaurants and 19 cabarets (15 of these are not associated with hotels) in the province at the end of the fiscal year.

Additional licensed establishments and services have been provided each year as follows:

Fiscal Year	No. of New Restaurants	No. of New Cocktail Lounges	No. of New Cabarets	Total Investment Construction & Furnishings ($000)
1986	69 (5,095)	19	3 (678)	7,600
1987	65 (5,549)	14	2 (480)	12,500
1988	61 (5,371)	8	2 (649)	9,500
1989	48 (4,504)	11	3 (791)	9,200
1990	51 (4,331)	18	Nil	13,000

Figures in parentheses ( ) show total seating capacities.

Note: - Cocktail lounge licences are issued only for restaurants and hotels that hold a dining room licence.

Sale of Food and Liquor in Licensed Dining Rooms, Cocktail Lounges & Cabarets

The aggregate provincial sales for fiscal 1990 from food and liquor sold by the 1,005 licensed establishments required to provide dining facilities and maintain an appropriate food to liquor ratio, was $334,710,090. Of this total $259,604,950 (77.6%) was attributed to the sale of food and $75,105,140 (22.4%) to the sale of liquor.

Details of the food to liquor ratio for the past five years are as follows:

Fiscal Year	Number of Establishments	Food ($000)	%	Liquor ($000)	%	Total ($000)
1986	874	209,383	74.5	71,490	25.5	280,873
1987	920	231,283	74.8	78,108	25.2	309,391
1988	968	239,015	75.6	77,161	24.4	316,176
1989	987	244,602	76.2	76,256	23.8	320,858
1990	1,005	259,605	77.6	75,105	22.4	334,710

Note: Most establishments have more than one class of licence.

Inspections/Investigations
The current and prior fiscal year's inspections and investigations are as follows:

TYPE OF INSPECTION	1989	1990
Occasional Permit Functions	3,375	3,421
Banquet Halls	192	327
Type of Licence		
Hotel Registration	1,359	1,480
Retail - Beer Vendor	4,796	4,995
- Brewer's Retail	Nil	Nil
- Sacramental Wine	4	29
Beverage Room	4,981	5,157
Dining Room	7,500	7,996
Transportation	16	17
Cocktail Lounge	2,829	3,270
Cabaret	334	479
Spectator Activities	95	79
Private Club	998	1,122
Sports Facility	66	65
	26,545	28,437

TYPE OF INVESTIGATION	1989	1990
* Occasional Permits (Prior to Issue)	1,594	1,571
Final Inspections for New Licences and Extension of Existing Licences	581	444
General Investigations and Complaints	1,077	1,116
	3,252	3,131

* Investigations resulted in 64 applications being cancelled or withdrawn as applicants did not comply with specific sections of The Liquor Control Act, its regulations and Commission policies.

INTERNAL AUDIT

Internal Audit

Internal Audit continued to independently review and appraise Commission operations for the purpose of advising management as to the economy, efficiency and effectiveness of management policies, practices and controls. Required improvements were identified.

During the year, 65 visits were made to 38 liquor stores consisting of 26 full audits, 4 operation reviews, 2 special inventory counts and 33 cash counts.

In compliance with the department's four year and annual resource plans, several Head Office audits were conducted including year end inventory and cash verification. As well, Internal Audit became involved in selected corporate systems under development including the point-of-sale computerized cash register system.

The department was subject to a review by the Office of the Provincial Auditor. All recommendations with respect to the operations of the department will be implemented in fiscal 1991.

Security

Security concerns over public and employee safety and the safeguarding of Commission assets continued to be addressed by the Security Committee. During the year the new security manual was distributed in addition to periodic security bulletins.

The Security Committee was actively involved in special investigations, loss prevention, review and follow-up of incident reports and the upgrading of store security. Physical security reports were issued for 27 store locations. A comprehensive Head Office/Distribution Centre Security System was implemented during the year.

FINANCE

Financial Information: Fiscal 1990

In fiscal 1990, liquor sales decreased by $5,731,320 (1.6%) and gross profit decreased by $3,291,376 (2.0%). Income from licence fees and other sources increased by $1,143,638 (15.4%) mainly due to the levies charged to travellers for importing liquor when entering Manitoba through border points. This increase was partially offset by a reduction in occasional permit additional fees and liquor licence supplementary fees. General and administrative expenses increased by $808,474 (3.4%) and fixed assets charged to operations increased by $319,933 (25.9%).

The resulting net profit decreased by $4,252,087 (2.8%) to $145,949,551 which was paid over to the Province's Revenue Division of the Consolidated Fund. In addition to the net profit, the Commission also remitted Manitoba Retail Sales Tax of $20,571,855 to the Province of Manitoba.

Included in the cost of goods sold is $43,462,721 paid to the Government of Canada as Customs and Excise Taxes and Duties and Sales Tax in respect of spirits, wine, imported beer, coolers and ciders.

Excise Duty and Sales Tax on domestic beer are paid by the breweries directly to the Government of Canada.

The Environmental Protection Tax included in the June 5, 1989 Manitoba Budget became effective on August 1, 1989 and is applicable on non-deposit alcoholic beverage containers. The following rates were

imposed and incorporated into the Commission's markup:

Bottles less than 750 ml	- 5¢
Bottles 750 ml or more	- 10¢
Beer bottles	- 10¢
Aluminum and other cans	- 5¢

This tax did not result in an increase in retail prices to consumers.

The Environmental Protection Tax collected and remitted to the Province was $975,942.

The Commission's point-of-sale computerized cash register system was approved by Treasury Board on April 16, 1989. Equipment and related software costs are estimated to be $2.8 million. The new registers will be piloted in 2 stores next year with potentially all stores being phased in over a 4 year period.

The retail sales tax of 12% on imported beer was reduced to 7%, the same rate as that for domestic beer, effective August 1, 1989. At the same time, a 12% supplementary licence fee was eliminated. Both of these changes respect a 1988 ruling by The General Agreement on Trade and Tariffs which provided for comparable tax treatment for domestic and imported beer.

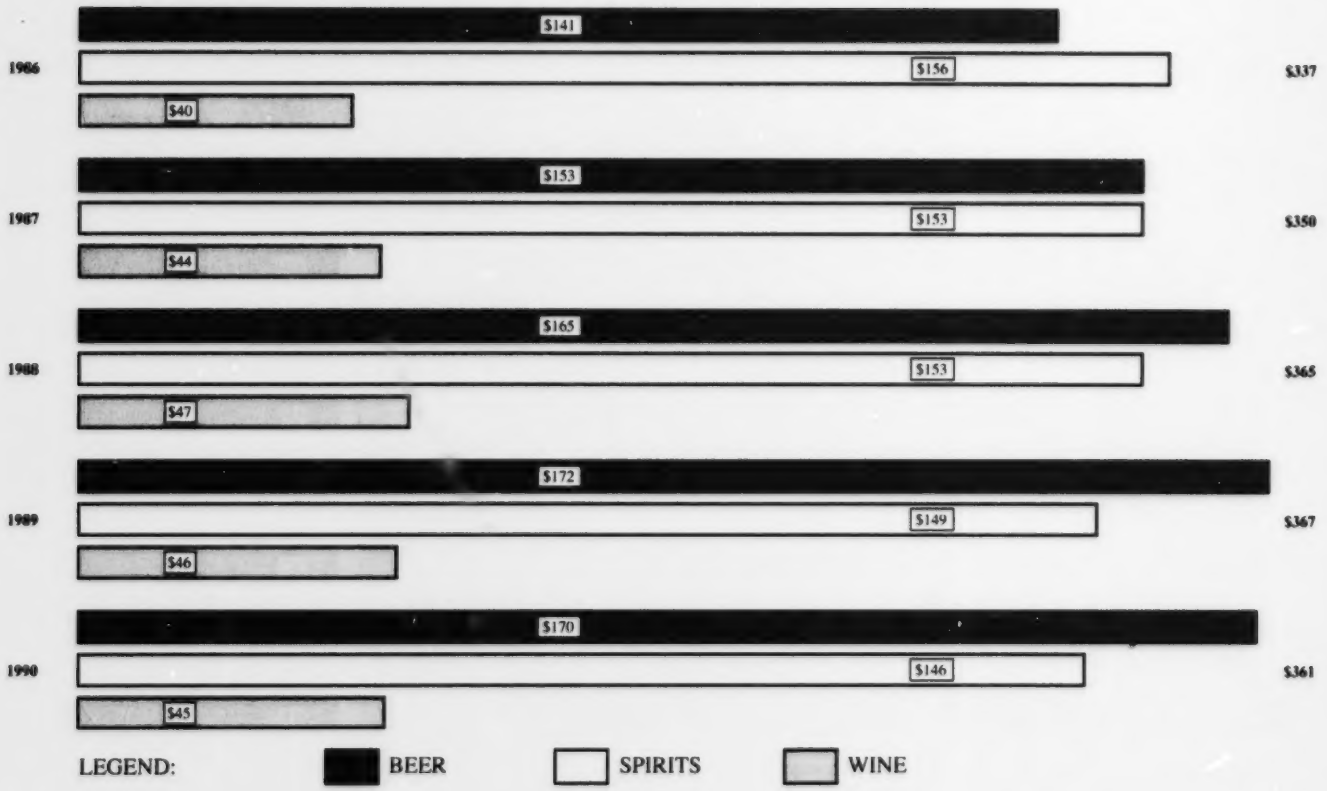
Profit and Expense Ratios in Fiscal Years Ended March 31 ($000's)

	1986	1987	1988	1989	1990
Sales	$337,371	$349,878	$364,987	$367,140	$361,409
Gross Profit	155,353	159,562	168,642	167,780	164,489
Operating Profit	139,424	141,862	151,451	150,202	146,925
General and Administrative Expenses	20,921	21,790	22,817	23,772	24,581
Fixed Assets Charged to Operations	761	765	658	1,233	1,553
Gross Profit as % of Sales	46.05%	45.61%	46.20%	45.70%	45.51%
Operating Profit as % of Sales	41.33%	40.55%	41.49%	40.91%	40.65%
General and Administrative Expenses as % of Sales	6.20%	6.23%	6.25%	6.47%	6.80%
Fixed Assets Charged to Operations as % of Sales	.23%	.22%	.18%	.34%	.43%

Note: Domestic beer container deposits are reflected through balance sheet accounts and are not included in sales.

SALES VALUE OF LIQUOR SOLD IN MANITOBA

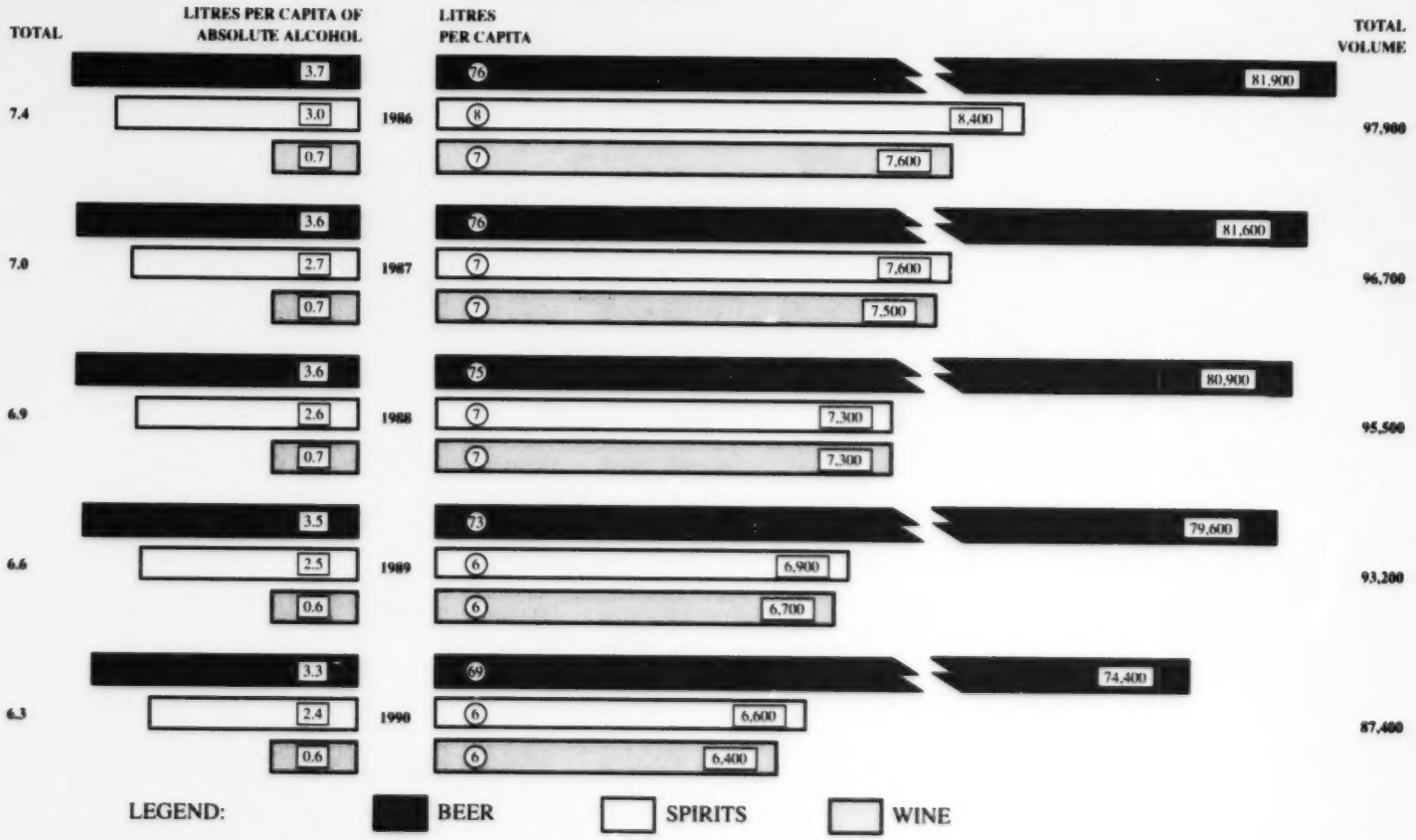
(in millions)



Note:
- Manitoba Retail Sales Tax collected by the Commission is not included above. During fiscal 1990, the Commission remitted $21 (1989 - $21) to the Province of Manitoba.
- Cooler and Cider sales are included in Wine sales.

VOLUME OF LIQUOR SOLD IN MANITOBA

(000's of Litres)



Note: • The Manitoba population of 1,085,900 for fiscal 1990 was based on Statistics Canada's preliminary estimate of October 1, 1989.

• Cooler and Cider sales are included in Wine sales volumes.

SOURCES OF REVENUE

*Liquor Sales to Licensees
50.5% (1989 - 50.3%)

Liquor Sales Through Stores
39.2% (1989 - 39.6%)

Liquor Sales to Liquor Vendors
8.0% (1989 - 8.1%)

Fees and Other Revenue
2.3% (1989 - 2.0%)

*Liquor includes beer, wine, spirits, coolers and ciders.

DISTRIBUTION OF REVENUE

Suppliers and Freight
41.5% (1989 - 41.5%)

Province of Manitoba
39.7% (1989 - 40.1%)

Government of Canada Customs, Excise and Federal Sales Tax
11.8% (1989 - 11.7%)

General, Administrative and Fixed Asset Expenses
7.0% (1989 - 6.7%)

Manitoba

THE LIQUOR CONTROL COMMISSION
REPORT OF THE PROVINCIAL AUDITOR'S OFFICE

We have examined the balance sheet of The Liquor Control Commission as at March 31, 1990 and the statements of income and cash flow and the schedule of sales, cost of sales and gross profit for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

Note 2 reflects that the Commission's unfunded pension liability as at March 31, 1990 was $16,719,000 (1989 - $15,572,000). Had this unfunded pension liability and the associated pension costs been recorded in the financial statements, the Commission's liabilities would have increased by $16,719,000 (1989 - $15,572,000). The net profit payable to the Province of Manitoba over the years would have decreased in total by that amount, of which $1,147,000 relates to pension costs for the year ended March 31, 1990 (1989 - $1,022,000).

In our opinion, except for the failure to record the information as described in the preceding paragraph, these financial statements present fairly the financial position of the Commission as at March 31, 1990 and the results of its operations and its cash flow for the year then ended in accordance with accounting principles as disclosed in note 2 applied on a basis consistent with that of the preceding year.

F. H. Jackson, CA
Provincial Auditor

June 1, 1990
Winnipeg, Manitoba

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

STATEMENT OF INCOME
FOR THE YEAR ENDED MARCH 31, 1990
($000's)

	1990	1989
Sales:		
Stores and liquor vendors (Note 4)	$174,668	$178,583
Licensees	186,741	188,557
	361,409	367,140
Cost of Sales:		
Stores, liquor vendors, licensees	196,920	199,360
Gross profit	164,489	167,780
Other income (Note 5)	8,570	7,427
	173,059	175,207
General and administrative expenses (Note 6)	24,581	23,772
Operating profit before fixed assets charged to operations	148,478	151,435
Fixed assets charged to operations (Notes 2 and 7)	1,553	1,233
Operating profit	146,925	150,202
Environmental Protection Tax, net	976	-
Net profit paid or payable to the Province of Manitoba	$145,949	$150,202

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

BALANCE SHEET
AS AT MARCH 31, 1990
($000's)

ASSETS

	1990	1989
Current Assets:		
Cash on hand and in banks	$ 2,596	$ 1,432
Accounts receivable - claims and other	293	400
Inventory (Note 3)	14,639	13,828
Prepaid expenses and supplies	375	337
	$17,903	$15,997

LIABILITIES

Current Liabilities:		
Net profit payable to the Province of Manitoba	$ 2,525	$ 1,902
Accounts payable - trade and other	9,013	7,605
Manitoba Retail Sales Tax payable	1,443	1,567
Deferred licence fees	422	423
	13,403	11,497
Non-interest bearing working capital advance provided by the Province of Manitoba	4,500	4,500
	$17,903	$15,997

APPROVED ON BEHALF OF THE COMMISSION:

Charlie Birt

Chairman

President and
Chief Executive Officer

Vice-President,
Finance

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

SCHEDULE OF SALES, COST OF SALES AND GROSS PROFIT
FOR THE YEAR ENDED MARCH 31, 1990
($000's)

	Spirits	Wine	Coolers/ Ciders	Beer	Total
Sales:					
Stores and liquor vendors	$123,030	$ 32,418	$ 4,297	$ 14,923	$174,668
Licensees	22,991	7,334	718	155,698	186,741
Total Sales for 1990	$146,021	$ 39,752	$ 5,015	$170,621	$361,409
Total Sales for 1989	$148,834	$ 40,701	$ 5,499	$172,106	$367,140
Cost of Sales:					
Total Cost of Sales for 1990	$ 64,407	$ 17,900	$ 2,800	$111,813	$196,920
Total Cost of Sales for 1989	$ 64,779	$ 18,431	$ 3,042	$113,108	$199,360
Gross Profit for 1990	$ 81,614	$ 21,852	$ 2,215	$ 58,808	$164,489
Gross Profit for 1989	$ 84,055	$ 22,270	$ 2,457	$ 58,998	$167,780
Gross Profit as a Percentage of Sales for 1990	55.9	55.0	44.2	34.5	45.5
Gross Profit as a Percentage of Sales for 1989	56.5	54.7	44.7	34.3	45.7

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

STATEMENT OF CASH FLOW
FOR THE YEAR ENDED MARCH 31, 1990
($000's)

	1990	1989
Cash Receipts:		
Sales - spirits, wine, coolers/ciders & beer	$361,409	$367,140
Annual and supplementary licence fees and other	9,136	7,260
Manitoba Retail Sales Tax	20,447	21,078
	390,992	395,478
Cash Disbursements:		
Purchases - merchandise, federal duty, excise and sales taxes, etc.	196,553	196,873
General and administrative expenses	24,844	23,337
Fixed assets charged to operations	1,557	1,216
Manitoba Retail Sales Tax	20,572	21,083
	243,526	242,509
Net cash available for transfer	147,466	152,969
Transfers to Minister of Finance:		
Current year profit	144,400	148,300
Prior year profit	1,902	5,352
	146,302	153,652
Excess of receipts over disbursements/transfers	$ 1,164	$ (683)
Represented by increase in cash in bank:		
Cash on hand and in bank April 1	$1,432	$2,115
Less excess of receipts over disbursements/ transfers	1,164	(683)
Cash on hand and in bank March 31	$2,596	$1,432

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 1990
($000's)

1. NATURE OF ORGANIZATION

The Manitoba Liquor Control Commission was established in 1923 and obtains its authority for operating from The Liquor Control Act and Manitoba Regulations. The Commission is responsible for the purchase, sale and control of high quality beverage alcohol throughout the Province. The Commission functions as an effective retailer of regulated products, always combining business effectiveness with a strong awareness of social responsibility.

2. ACCOUNTING POLICIES

The Commission follows generally accepted accounting principles with the following modifications:

a. **Fixed Assets**

Fixed assets are charged to operations in the year acquired.

b. **Pensions**

In accordance with the provisions of the Manitoba Civil Service Superannuation Act, the Commission contributes 50% of the pension disbursements made to retired employees. Such payments are charged to operations as incurred and provision is not made in the accounts to fund current or past service obligations to the Superannuation fund. On the basis of an actuarial report, the unfunded liability for the Commission's employees amounted to $16,719 as at December 31, 1989 (1988 - $15,572).

3. INVENTORY AT COST

	1990	1989
In bond merchandise	$ 8,137	$ 7,215
Duty paid merchandise	6,502	6,613
	$14,639	$13,828

The amount of unpaid Customs, Excise duties and Sales tax on owned merchandise held in bond was approximately $3,828 at March 31, 1990 (1989 - $3,598).

4. SALES - STORES AND LIQUOR VENDORS

	1990	1989
Sales to liquor vendors	$ 32,460	$ 33,026
Discounts	(2,721)	(2,588)
	29,739	30,438
Store sales	144,929	148,145
	$174,668	$178,583

5. OTHER INCOME

	1990	1989
Supplementary licence fees	$3,768	$3,917
Border point levies	2,048	575
Occasional permits additional fees	1,467	1,590
Occasional permits	490	499
Annual licence fees and licence application fees	454	444
Miscellaneous	343	402
	$8,570	$7,427

6. GENERAL AND ADMINISTRATIVE EXPENSES

	1990	1989
Salaries and benefits	$15,366	$14,858
Leased premises - rentals (Note 8)	2,280	2,140
Superannuation	1,176	1,116
Delivery charges	972	987
Maintenance and repairs	832	847
Utilities	674	645
Printing, postage and supplies	672	668
Grants in lieu of taxes	506	493
Health and post secondary education tax levy	334	323
Informational programs	288	220
Equipment rentals (Note 8)	258	295
Travelling	258	244
Protective services	185	183
Product analysis	182	165
Miscellaneous	147	159
Staff training	115	95
Environmental Protection Tax	91	-
Audit, legal & other professional fees	85	104
Board of Commissioners - salaries and expenses	61	51
Crown Corporations Council levy	54	138
Licensing Board - salaries and expenses	45	41
	$24,581	$23,772

7. FIXED ASSETS

	1990	1989
Fixed assets charged to operations:		
Systems development	$ 557	$ 267
Leasehold improvements	470	583
Equipment and furnishings	465	331
Automobiles	61	52
	$1,553	$1,233

8. LONG-TERM LEASES

a. The Commission leases its head office and 13 other buildings from the Government of the Province of Manitoba for the nominal sum of two dollars effective August 1, 1985, for a period of 99 years.

b. The Commission leases another 39 buildings. Leases have expiry dates ranging from 1989 to 2008.

The future minimum lease payments for each of the next five years are as follows:

Year Ending March 31	
1991	$1,753
1992	1,684
1993	1,526
1994	1,404
1995	1,143

c. The Commission leases Hewlett-Packard computer equipment. Leases on the Hewlett-Packard computer equipment have expiry dates ranging from 1989 to 1993.

The future minimum lease payments for each of the years to the expiry of the contracts are as follows:

Year Ending March 31	
1991	$ 60
1992	11
1993	8

9. MANITOBA RETAIL SALES TAX

In addition to the net profit of $145,949, the Commission remitted Manitoba Retail Sales Tax of $20,572 (1989 - $21,083).

10. COMPARATIVE FIGURES

Prior year's comparative figures have been restated to conform to the classifications adopted for the fiscal year ended March 31, 1990.

APPENDIX I
LIQUOR STORES

The Commission's 49 SELF-SERVE stores were in operation at the following locations:

21 in the City of Winnipeg

St. James-Assiniboia - Charleswood

Unicity Mall, 3605 Portage Avenue
Portage & Ainslie
Madison Square
Charleswood, 4910 Roblin Boulevard

St. Boniface-St. Vital

Dominion Shopping Centre
St. Vital, 107 Niakwa Road
St. Vital Square

Winnipeg Centre

Hargrave & Ellice
Eaton Place
Portage & Burnell

North/West Kildonan

Main & Manitoba
Northgate Shopping Centre
Main & Jefferson
Tyndall Market Mall

Winnipeg South

River & Osborne
*Grant Park Plaza Shopping Centre
Fort Garry, 1235 Pembina Highway
Fort Richmond, 2855 Pembina Highway

East Kildonan

Regent Park Shopping Centre
Northdale Shopping Centre
Eastwinds Shopping Centre

28 outside the City of Winnipeg

Beausejour
*Brandon, 10th & Victoria Avenue
Brandon, Brandon Shoppers Mall
Carman
Churchill
Dauphin
Flin Flon
Gimli
Killarney
Lac du Bonnet
Melita
Minnedosa
Morden
Morris
Neepawa
Pine Falls
Portage la Prairie
Rivers
Roblin
Russell
St. Pierre-Jolys
Selkirk
Souris
Swan River
The Pas
Thompson
Virden
Winnipegosis

*Contains Fine Wines Boutique

APPENDIX II
175 LIQUOR VENDORS (99 SELF-SERVE)

ALEXANDER.....Klassen's Food Mart Ltd.
ALONSA.....Fashoway Cafe & Confectionery
ALTONA.....Altona Cleaners Ltd.
AMARANTH.....Amaranth Trading Post
ANGUSVILLE.....John's Hardware
ANOLA.....Anola Lucky Dollar
ARBORG.....Arborg Pharmacy
ARGYLE.....Brindley's General Store
ASHERN.....Ashern Pharmacy
AUSTIN.....Jones' Solo Store
BALDUR.....Baldur Variety Store
BELMONT.....Belmont Allied Hardware
BENITO.....Benito Drug Store
BINSCARTH.....J & J Grocery & Meats
BIRCH RIVER.....Birch River Sporting Goods & Hardware
BIRD RIVER.....Tall Timber Lodge
BIRDS HILL.....Birds Hill Store
BIRTLE.....Birtle Pharmacy
BISSETT.....Bissett Variety Shop (1988)
BOISSEVAIN.....Houston & Son Co. Ltd.
BRUXELLES.....Marginet's Grocery & Hardware
CAMPERVILLE.....Clarkson's Grocery Corporation
CANADIAN FORCES BASE SHILO.....BX Shopping Centre
CARBERRY.....Spud City Food Mart Ltd.
CARTWRIGHT.....Cartwright Health Centre
CLANDEBOYE.....Clandeboye Store
CRANBERRY PORTAGE.....Streamer Hardware
CYPRESS RIVER.....Anderson's Solo Store
DELORAINE.....Willy's Men's Apparel
DOMINION CITY.....BJ's Variety Store
DUGALD.....Dugald Convenience Store
ELGIN.....Way-Mar Enterprises & Convenience Store
ELIE.....Elie Grocery Store
ELKHORN.....Twin Valley Co-Op Ltd.
ELM CREEK.....Rose's Grocery
ELMA.....Lycar Holdings Ltd.
EMERSON.....Sawatzky's Payfair - Allied Store Ltd.
ERICKSON.....Mountain Park Pharmacy
ERIKSDALE.....Lucky Dollar Foods
ETHELBERT.....Lucky Dollar Economy Store
* FALCON LAKE.....Falcon Lake Drugs
FANNYSTELLE.....Hamel's General Store
FISHER BRANCH.....Fisher Branch Pharmacy
FRASERWOOD.....Welchinski Esso Service
GARSON.....Garson Grocery Ltd.
GILBERT PLAINS.....Gilbert Plains Pharmacy
GILLAM.....Chamdon Enterprises Ltd.
GLADSTONE.....Boschman's Gladstone Pharmacy
GLENBORO.....Glenboro Pharmacy
GLENELLA.....Preisentanz's General Store
GLENORA.....Glenora Hardware Store
GRAND MARAIS.....Grand Marais Village Store
GRAND RAPIDS.....Grand Rapids Esso Service
GRANDVIEW.....Grand Plains Home Hardware
GREAT FALLS.....Shindruk's Self Serve
GROSSE ISLE.....Grosse Isle Superstore Inc.
GYPSUMVILLE.....Gypsumville Supply
HADASHVILLE.....Hadashville General Store
HAMIOTA.....Hamiota Echo Publications Ltd.
HARTNEY.....Hartney Variety Store
HAZELRIDGE.....Hazelridge Foods
* HECLA ISLAND.....R. H. Williams General Merchant
HODGSON.....Skibinski's General Store
HOLLAND.....Budz Home Hardware
ILE DES CHENES.....Ile Des Chenes Shopping Centre
INGLIS.....Inglis Locker Plant
INWOOD.....J.O. Olsen & Sons Ltd.
KELWOOD.....Cadle's Solo Store
KENTON.....Kenton Prime Tyme 89
KOMARNO.....Komarno Quality Store
LA BROQUERIE.....Le Bon Ami
LA SALLE.....La Salle General Store
* LAKE METIGOSHE.....Holiday Hills Grocery
LANGRUTH.....Farncombe's Food Centre
LAURIER.....T & R General Store
LEAF RAPIDS.....Leaf Rapids Pharmacy
LETELLIER.....Gallant's Lucky Dollar
LIBAU.....Libau Trading Post Inc.
LORETTE.....Chez Heather Shop
LUNDAR.....Lundar Pharmacy Ltd.
LYNN LAKE.....Clarke's Pharmacy
MacGREGOR.....MacGregor Lo-Cost (1987)
MAFEKING.....Doan's General Store
MANITOU.....Langseth's Pharmacy Ltd.
MARIAPOLIS.....Pouteau Solo
McAULEY.....Watson's Food Plus
McCREARY.....Reischek's Pharmacy
MEDORA.....Medora Trading Ltd.
MIAMI.....Westaway's Pharmacy
MINIOTA.....Barrett's Store
MINITONAS.....Nemetchek Enterprises

MINTO.....Community Market
MOOSEHORN.....Moosehorn Supply
NARROWS.....The Narrows General Store
NEWDALE.....Switzer Agencies
NINETTE.....Ninette Shopping Centre
NOTRE DAME DE LOURDES.....Notre Dame Shopping Centre
* NUTIMIK.....Nutimik Lodge
OAK LAKE.....Valleyview Oak Lake Co-Op
OAK RIVER.....M. & L. Variety Store
OAKBANK.....Family Fare
OAKBURN.....Oak-Site Grocery
OAKVILLE.....Oakville Super Market
ONANOLE.....Onanole Hardware
PIERSON.....Phair's Hardware
PILOT MOUND.....Pilot Mound Lucky Dollar
PINAWA.....Northern Stores Inc.
PINE RIVER.....Semeniuk's Groceteria
PINEY.....BJ's General Store
PIPESTONE.....K & D's Lucky Dollar
PLUMAS.....Plumas Solo Store
POINTE DU BOIS.....Pointe du Bois Supply Co. Ltd.
POPLAR POINT.....Poplar Point General Store
POPLARFIELD.....B & I Food Town
POPLARFIELD.....Poplarfield Groceteria
RAPID CITY.....Waldon Insurance Agencies
RATHWELL.....Rathwell Solo & Hardware
RENNIE.....Rennie Grocery & Hardware
RESTON.....Reston Drugs
RICHER.....Burnells Food Plus
RIDGEVILLE.....Ridgeville Co-operative Community Club
RIVERTON.....Thorarinson's General Store
ROLAND.....Roland Foods Ltd.
RORKETON.....Pulak's General Store
ROSSBURN.....L.P.K. Enterprises
ST. ADOLPHE.....Village Groceries & Meats
ST. AMBROISE.....St. Ambroise General Store
ST. CLAUDE.....St. Claude Florist & Photo
ST. EUSTACHE.....Allard R & L Store
ST. FRANCOIS XAVIER.....Na's Food Mart
ST. JEAN BAPTISTE.....Bolduc's Variety Store
ST. LAURENT.....Chartrand's Grocery
ST. LAZARE.....J.C. & O.J. Lafee.
ST. MALO.....St. Malo Co-operative Ltd.
STE. AGATHE.....Le Marché Pointe a Grouette Market
STE. ANNE.....Ste. Anne Sundries
STE. ROSE DU LAC.....Ste. Rose Variety Shop
SANDY LAKE.....Sandy Lake Hardware
SANFORD.....Sanford Lumber & Building Supplies
SARTO.....Sarto General Store
SEVEN SISTERS.....Genie's Gift & Novelties
SHILO.....Crang's Grocery
SHOAL LAKE.....Henderson's Pharmacy
SIFTON.....Boguski Grocery
SNOW LAKE.....Northern Stores Inc.
SOMERSET.....Pittet's Lucky Dollar
SPERLING.....Sperling Grocery
SPRAGUE.....Carl's Solo Store
SPRINGFIELD.....Garven Solo Store
STARBUCK.....Starbuck Barber Shop
STEAD.....Lesosky General Store
STONEWALL.....Stonewall Pharmacy Ltd.
STONY MOUNTAIN...Mountainview General Store
STRATHCLAIR.....Strathclair Consumers Co-op Ltd.
SUNDANCE.....Sundance Shopping Centre
SUNDOWN.....Elnik's Solo Store
SWAN LAKE.....Stevenson's Pharmacy Ltd.
TEULON.....Duncan Pharmacy Ltd.
TOLSTOI.....Hall's Val-u Foods
TRAVERSE BAY.....Traverse Bay Corner Store
TREHERNE.....Pinder's Pharmacy
VASSAR.....Vassar General Store
VITA.....Sumthing Special Florist & Gift Shop
WABOWDEN.....Dwyer's General Store
WANLESS.....Forest Grove Meat & Grocery
WARREN.....Pete's General Store
WASKADA.....Wilbro Enterprises Inc.
WATERHEN.....North Star Tourist Camp
WAWANESA.....Wawanesa Pro Hardware
WEST HAWK LAKE.....West Hawk Motel
WESTBOURNE.....West Lake Agencies
WHITEMOUTH.....Whitemouth Sundries
WINNIPEG BEACH.....McGregor's Drug Store Ltd.
WOODLANDS.....Studler's General Store
WOODRIDGE.....Woodridge General Store

* Seasonal Liquor Vendor
(open mid May to mid September)